

# ANNUAL REPORT ON RESULTS AND IMPACT OF IFAD OPERATIONS

## ARRI 2016

The ARRI is the flagship report of the Independent Office of Evaluation of IFAD (IOE). The report's objectives are to present a synthesis of IFAD's performance and highlight issues, lessons and challenges that IFAD must address to enhance operational effectiveness.



Total number of  
project evaluations  
conducted by IOE  
since 2002

# 270



Number of new  
project evaluations  
done in 2015  
feeding into the  
2016 ARRI

# 40

## MAIN HIGHLIGHTS

### Areas of strengths

% of projects rated as moderately satisfactory  
or better in 2012-2014

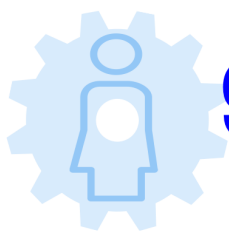
#### Rural poverty impact



# 92.3%

Significant contributions have been made in the domains of household income and assets, human and social capital empowerment as well as food security and agricultural productivity. There are opportunities for performance improvements to ensure that projects are able to realize their full potential, especially in poverty targeting, nutrition, environment, access to markets and private sector engagement, and in ensuring the sustainability of grassroots institutions.

#### Gender



# 90.7%

Projects contributed to expand women's access to and control over fundamental assets, strengthen their participation and decision-making role at all levels and representation in local institutions, and facilitated their access to basic rural services and infrastructures. IFAD should devote more attention to the design of gender strategies and to the development of gender action plans, which should be part of the whole annual planning and reporting process.

#### Innovation & scaling up



# 87.5%

Projects were successful in introducing participatory and innovative approaches to rural development and improved agricultural and non-agricultural technologies and methodologies, previously unknown in the intervention area. Further efforts are needed to ensure successful approaches and innovations promoted through IFAD operations can be scaled up by Government, development partners and private sector, beyond individual project areas or provinces.

### Areas for improvement

#### Targeting strategies



Poverty analyses do not sufficiently capture the differences among groups of rural poor, and as a result, project activities often do not reach all target beneficiaries.

Insufficient attention and efforts were devoted to ensuring that all projects focusing on food security are nutrition sensitive and in line with the organization's core mandate and the requirements of the new Global Agenda.



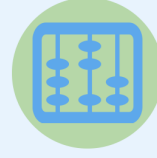
#### Nutrition

#### Operational efficiency



Big time lags between project approval and entry into force may increase expenditures on management and supervision and delay project implementation and benefits to the rural poor.

Weak project M&E systems and results measurement impinge on the assessment and attribution of impact to IFAD operations on rural poverty, and in particular on income, food security and nutrition.



#### Monitoring and evaluation (M&E)

#### Non-lending activities



Overall performance in non-lending activities (e.g. knowledge management, policy dialogue, partnership-building) is only moderately satisfactory, with signs of decline in performance at country level.

# LEARNING THEME ON KNOWLEDGE MANAGEMENT (KM)

## How can operations learn to improve performance?

The 2016 ARRI identifies six cross-cutting lessons that strengthen IFAD's learning loops



## RECOMMENDATIONS

1

### TARGETING

Future operations should adapt approaches and activities to the complexity of contexts and target groups.

2

### FOOD SECURITY AND NUTRITION

All new projects, when relevant, should be nutrition sensitive, with explicit nutrition objectives, activities and indicators.

3

### PARTNERSHIPS

Strong partnerships should be clearly articulated in the COSOPs and implemented through country programme activities. Performance in partnership building should be closely monitored and reported.

4

### KNOWLEDGE MANAGEMENT

Resource, time, and efforts should be invested in systemizing knowledge management, and align the strategy, systems, financial and human resources, and incentive structure to facilitate gathering, dissemination, and use of knowledge.

5

### 2017 LEARNING THEME

The recommended learning theme for 2017 is financial management and fiduciary responsibilities.

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of Evaluation



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